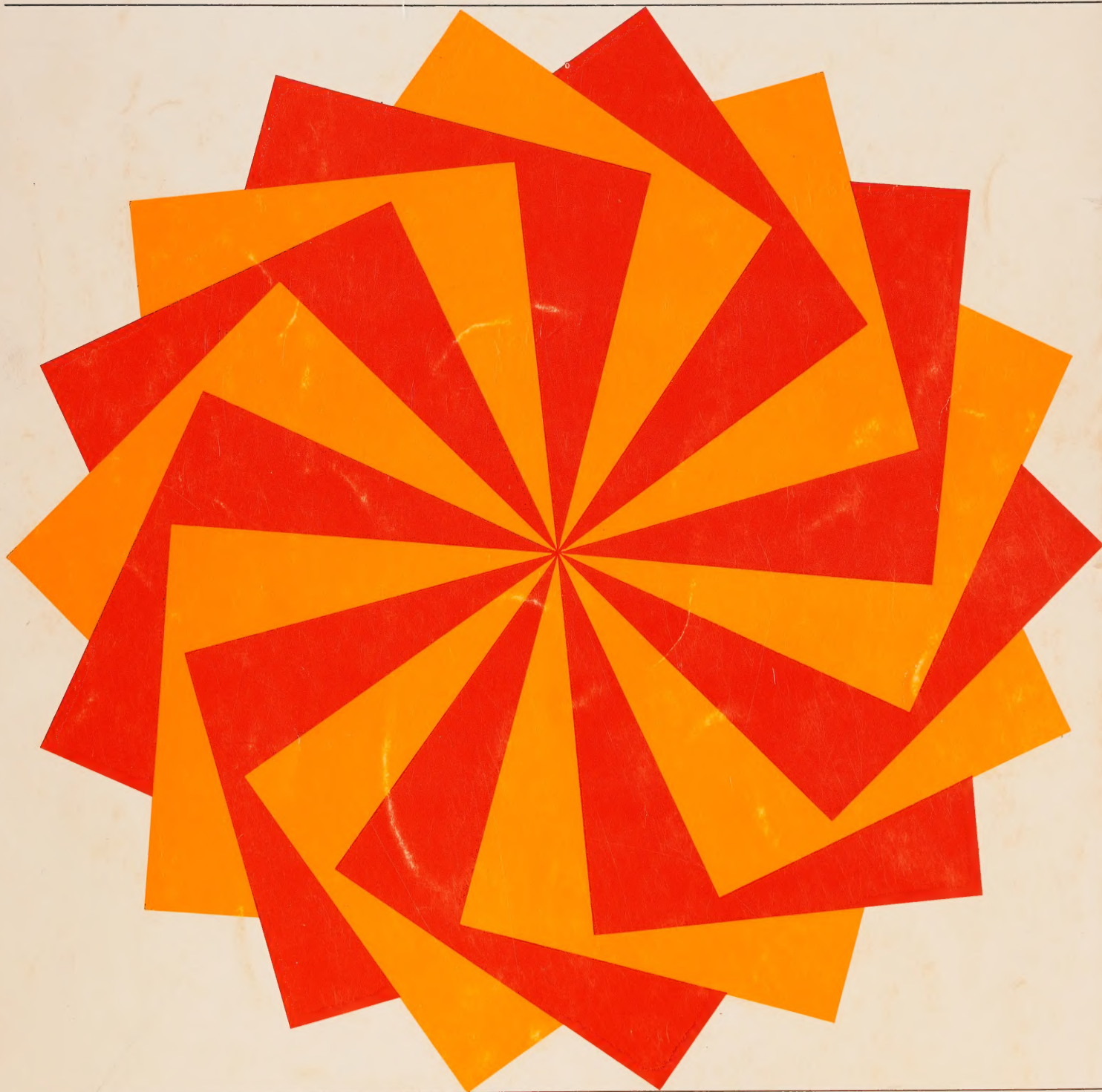


Task Force on
Community and Social Services
April, 1973

Report on Ministry Goal and Objectives



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REPORT ON MINISTRY GOAL AND OBJECTIVES

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INTRODUCTION

In keeping with our terms of reference, we have given consideration to the goals and objectives of the Ministry. This report contains our recommendations in this regard.

There are a number of advantages to be gained from a clear statement and broad understanding of the Ministry's goal and objectives. Good planning and budgeting require a clear idea of what the organization is trying to do. Measurement of success requires a knowledge of what the product was intended to be.

On another level, a widespread understanding of overall objectives helps all those involved in the system perceive their own contribution as a part of a whole. It may also lead to a better understanding and utilization of the services provided by others who are also striving towards the same accepted end.

Frequently the setting and analysis of objectives can lead to insights about the appropriate organization structure for their attainment. There are, of course, many other bases for organizational design, but no organization review would be complete without a careful consideration of this approach.

The setting of goals and objectives should be a continuing process. The objectives of each component part of an organization should be established and reassessed periodically in the light of changing circumstances and in the light of the objectives of the larger unit of the organization of which it is a part. The broader the participation in this process, the more comprehension, commitment and effectiveness is likely to result.

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BACKGROUND

For a number of months the Task Force on Goals and Objectives did a great deal of work in identifying the objectives of the branches and divisions of the Ministry. This exercise, in which many members of the Ministry participated, resulted in a laudable clarification of the role of the various existing components of the organization.

Without in any way wanting to denigrate the usefulness of what had been done or to deny the great amount of very difficult work that it involved, we found that the report of the Task Force on Goals and Objectives had certain limitations from our point of view. We saw the need for statements that indicate the overall ends towards which the Ministry ought to strive in order that an assessment might be made of the existing organization and objectives of the Ministry and its components.

After establishing the approach and preparing the groundwork on which statements could be built, we turned the project over to a committee established at our request. This committee, comprised of people from each division of the Ministry, including field staff, and chaired by a member of this Task Force, was asked to prepare an initial statement. To that group we owe sincere gratitude. From a careful review of the committee's conclusions and an analysis of the implications, we have developed the statements that appear in this report.

APPROACH

In developing these statements, we kept a number of criteria in mind. We wanted a single, short statement to describe the overall goal of the Ministry. Everything that the Ministry does should contribute to the achievement of the goal. On the other hand, we did not seek a statement that would simply describe the cumulative effects of the Ministry's programs. Successful action may have to be taken by others - other ministries, governments, groups and individuals - to achieve the goal. Thus the attainment of the goal need not be seen as the sole prerogative of the Ministry but rather as its sole preoccupation. We sought a goal statement that would be stable over time and hence not absolute but relative to social and economic conditions.

As objectives, we have tried to define the states or conditions that must exist if the goal is to be achieved. The objectives should be not only consistent with, but contribute to, the goal. In itself, each objective is a necessary but not sufficient condition. We sought objectives that were not contradictory, but we made no attempt to avoid overlapping or interdependence. The objectives are meant to be more specific than the goal, but to avoid a description of means. Hence they do not indicate how or by whom they will be accomplished. We wanted statements of conditions that are as realistic as possible and are capable of accomplishment in the future. In addition, we looked for objectives that are, or could conceivably be, capable of measurement. Since the objectives when taken together comprise the goal, they, like the goal, are not restricted to the programs of the Ministry.

GOAL

The goal statement that we propose is as follows:

THE GOAL OF THE MINISTRY OF COMMUNITY
AND SOCIAL SERVICES IS THAT THE PEOPLE
OF ONTARIO LIVE IN A STATE OF DIGNITY
AND SOCIAL WELL BEING.

There are, of course, a variety of ways in which the thought contained in the goal statement might be expressed. The choice we made is in our view the simplest, clearest and most direct of the alternatives we considered and best projects the quality or spirit of what we feel. Rather than attempt to define the concept at this point, we shall leave the discussion of the objectives to elaborate the intent.

OBJECTIVES

As mentioned previously, the objectives describe the conditions that must obtain if the goal is to be achieved. We identified four such conditions, which are presented here. No significance is attached to the order in which they appear.

ADEQUATE MATERIAL MEANS FOR THE
BASIC LEVEL OF PERSONAL WELFARE
ARE AVAILABLE TO EACH INDIVIDUAL.

By "material means" we mean the goods or services, or the money to purchase the goods and services required. The phrase "the basic level of personal welfare" implies

that society must, at any given time, identify a standard of living below which it will not willingly allow its members to fall. In this regard, averages or percentages are irrelevant, thus the objective identifies "each individual".

SOCIAL RESOURCES FOSTERING INDIVIDUAL
AND COLLECTIVE DEVELOPMENT ARE KNOWN
AND AVAILABLE TO ALL.

The term "social resources" is intended to include the whole range of services and facilities from counselling to hobby groups, from education to special care facilities. Since the isolation of a hermitage is the preferred social setting of only a tiny minority, social well being implies for most some degree of intercourse with others. Hence the facilitation of collective activity is essential. Finally, availability of such resources is not in itself sufficient: they must be known to those who can benefit from them.

ADVERSE SOCIAL CONDITIONS AND THEIR
EFFECTS ARE REDUCED TO A MINIMUM.

This objective speaks to those aspects of our contemporary society that hinder some or all of our people from achieving the goal. It speaks to such phenomena as discrimination, poverty, senses of isolation or alienation and the other conditions that prevent the full realization of human potential. It speaks in part to the conscience of society and its members, as well as to the impediments some find in striving for dignity and social well being.

PEOPLE HAVE A SENSE OF COMMUNITY,
SELF-DETERMINATION, WORTH AND
FULFILMENT.

The attainment of the first three objectives will go far towards the realization of this one. What is implied in this objective is that people will take advantage of the conditions that prevail and the opportunities that exist as a result of the attainment of the others. It differs from the others in that it describes the subjective perceptions that are essential to a state of dignity and social well being. It speaks to participation as well as to the spirit and method by which the other objectives are accomplished.

RECOMMENDATION

We recommend that the Ministry adopt and promulgate the following as its goal and objectives:

GOAL

THE GOAL OF THE MINISTRY OF COMMUNITY AND SOCIAL SERVICES IS THAT THE PEOPLE OF ONTARIO LIVE IN A STATE OF DIGNITY AND SOCIAL WELL BEING.

OBJECTIVES

ADEQUATE MATERIAL MEANS FOR THE BASIC LEVEL OF PERSONAL WELFARE ARE AVAILABLE TO EACH INDIVIDUAL.

SOCIAL RESOURCES FOSTERING INDIVIDUAL AND COLLECTIVE DEVELOPMENT ARE KNOWN AND AVAILABLE TO ALL.

ADVERSE SOCIAL CONDITIONS AND THEIR EFFECTS ARE REDUCED TO A MINIMUM.

PEOPLE HAVE A SENSE OF COMMUNITY, SELF-DETERMINATION, WORTH AND FULFILMENT.

NEXT STEP

Once the Ministry goal and objectives are established, the next step is to define the role that the Ministry should play in their attainment. This will include an identification of the responses that may be made, the appropriate degree of involvement for the Ministry in those responses, and the capabilities the Ministry will require. A consideration of these matters will be made in a subsequent report of the Task Force.

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